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ABSTRACT

This document presents the affirmative action plan developed by Black Hawk College to assure the development and maintenance of educational programs, services, and employment practices that are sensitive to the needs of minorities, women, and the physically handicapped. Part I deals with employment, outlining a specific plan for improving equal opportunity in employment at Black Hawk College in terms of the duties of the board of trustees, the college president, the affirmative action officer, the advisory committee for affirmative action, the ombudsman, supervisory personnel, faculty, classified staff, and students. Guidelines for setting goals and timetables for implementing the plan are also presented, as are grievance procedures and a purchasing policy. Part II describes the staff orientation and training plan now being developed to make the college staff more aware of the special needs of minorities, women, and the physically handicapped. Part III describes a developmental plan to examine and evaluate current educational programs and services to search for unconscious prejudice, and to develop new curricula to help the community overcome prejudices. (NHM)

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ED124226

AFFIRMATIVE ACTION PLAN

for

IMPROVEMENT OF EQUAL OPPORTUNITIES

for

MEMBERS OF MINORITY GROUPS, WOMEN, AND PHYSICALLY HANDICAPPED

JC 760 307

BLACK HAWK COLLEGE

Quad-Cities Campus
Moline, Illinois 61265

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East Campus
Kewanee, Ill. 61443

Approved by the Black Hawk College Board of Trustees
19 March 1974

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INTRODUCTION

Pioneering is not new to Black Hawk College. As the first area junior college district in the State of Illinois, Black Hawk has continually broken new educational ground and provided leadership to other colleges. Black Hawk College proposes to continue its pioneering role by developing and implementing a program for the improvement of equal opportunities for members of minority groups, women, and the physically handicapped. This program will insure that members of minority groups and women have equal opportunities for employment, advancement on the job, education and receipt of services, and will instill in the total College community, a sensitivity to the interests, concerns and needs of members of minority groups and women. It is anticipated that the program will serve as a model to our community, to other educational institutions and to the nation as a whole.

The program encompasses an examination in depth of the policies, practices and attitudes existent at the College and provides for Affirmative Action to achieve equal opportunity. Ultimate responsibility for implementing this program rests with the Board of Trustees. The College President as the executive officer of the Board of Trustees has the administrative responsibility and authority to assure the achievement of the objectives of the program. The Affirmative Action Officer serves as the representative of the College President in the administration, implementation and enforcement of the program throughout the College district and in this capacity monitors all personnel actions of the College to insure that the intent of the policy is being honored and the goals and objectives of the program are being met. This Officer reports directly to the President of the College.

This program re-asserts in written form the institutional commitment to equal opportunity. The authority for an Affirmative Action program is derived from Higher Education Guidelines, Executive Order 11246. The Black Hawk College Affirmative Action program is predicated upon the terminology and the content of the aforementioned guidelines

POLICY ON EQUAL OPPORTUNITY

Black Hawk College is committed to provide equal opportunity through its employment practices, educational programs, and through the many services it provides to the community. The College will make all personnel decisions without regard to race, color, religion, sex, national origin or physically handicapped. The College will offer programs that will foster educational opportunity without regard to race, color, religion, sex, or national origin. The College will maintain a program of services designed to serve the community without regard to race, color, religion, sex, national origin, or physically handicapped.

Furthermore, the College will undertake an affirmative program of action to expand equality of opportunity. The program will be designed to ensure equality of opportunity in employment. The College will develop and maintain educational programs and services that are sensitive to the emerging needs of members of minority groups, women, and the physically handicapped. And finally, the College will initiate programs that will increase, on the part of all personnel, a sensitivity to the interests and needs of those who have historically been discriminated against.

Approved by the Board of Trustees — July 24, 1973

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PART ONE: EMPLOYMENT

OBJECTIVES OF AFFIRMATIVE ACTION PLAN FOR EMPLOYMENT

1. To provide a positive and dynamic guide for the achievement of equal employment opportunity for members of minority groups, women, and the physically handicapped at Black Hawk College
2. To cause the Black Hawk College academic community to view the Affirmative Action Plan for the improvement of employment opportunities for members of minority groups, women, and the physically handicapped as an asset to the education purposes of the College
3. To elevate such equal opportunity policies so that they exist as part of the institutional personality of the College in the community
4. To develop action-oriented measures which will broaden initial employment opportunities as well as upward mobility avenues for members of minority groups, women, and the physically handicapped
5. To increase awareness concerning the meaning of equal opportunity on the part of all College personnel
6. To eliminate any practices which may have a discriminatory effect on the employment potential of members of minority groups, women, and the physically handicapped
7. To audit all personnel actions to insure that no decisions are made which might discriminate on the basis of race, religion, color, sex, or national origin or being physically handicapped

THE PLAN: ITS ADMINISTRATION AND IMPLEMENTATION

Several actions were taken over the past several years which led to the development of this document. At the July, 1974 Board meeting the College President sought authorization from the Board of Trustees to appoint a Task Force on the Status of Women and a Task Force on the Status of Minorities (Board Reports #1021 and 1029). The Board approved the recommendations contained in these two Board Reports, and the College President appointed the membership of the Task Forces.

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The activities of the Task Forces culminated in the presentation of a report to the Board of Trustees entitled, *A Report of The President's Task Force on Minorities and the President's Task Force on Women* at the June, 1973 Board of Trustees meeting. The report asked the Board to consider adoption of a policy on equal opportunity and to consider authorizing the employment of an Affirmative Action Officer on a part-time basis. The Board adopted the policy statement, and also authorized the appointment of the Affirmative Action Officer.

These efforts resulted in the formulation of the following specific Plan:

A. THE PLAN FOR IMPROVEMENT OF EQUAL OPPORTUNITY IN EMPLOYMENT

1. The Board of Trustees will:
   a. Review, make recommendations for necessary changes, and approve the Plan
   b. Periodically review the results of implementation of the Plan and make recommendations for necessary changes
2. The College President will:
   a. Assume responsibility for the implementation and effective operation of the Plan
   b. Provide leadership by example and by direction in carrying out the Plan
   c. Review periodically the results of implementation of the Plan and make recommendations for necessary changes
   d. Delegate to the Affirmative Action Officer the necessary authority and responsibility for carrying out the specific provisions of the Plan
3. The Affirmative Action Officer will:
   a. Serve as the direct representative of the College President in carrying out the Plan throughout the entire district
   b. Become familiar with the (HEW) Health, Education, and Welfare guidelines for higher education
   c. Keep current on all executive orders such as Executive Order 11246, and serve as a liaison between the national, state, and local offices dealing with equal opportunity
   b. Monitor the records of the College with the approval of the College President

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e. Explain the Plan to all supportive services personnel, faculty, and the student governments
f. Develop workshops and awareness sessions for all supervisory personnel, faculty, and student representatives for the entire district
g. Insure that the intent, goals, and objectives of the Plan are being carried out
h. Provide reports to the College President concerning the progress of the Plan
i. Maintain contact with other Affirmative Action Officers in order to keep informed of what is transpiring on other campuses regarding Affirmative Action
j. Participate in interviews for employment at the discretion of the Affirmative Action Officer
k. Work closely with all Supervisory Personnel when job descriptions are written or altered to insure compliance with the College Plan
l. Serve as an ex-officio member of all College committees dealing with personnel matters

4. Supervisory Personnel will:
   a. Set Affirmative Action goals and timetables for each department, section and/or unit in conjunction with the Affirmative Action Officer
   b. Contribute to the development, maintenance and expansion of a list of schools educating significant numbers of minority group members, a collection of reference materials and a list of agencies concerned with the recruitment and employment of minority group members
   c. Be involved in the development and review of testing related to job placement
   d. Exemplify the spirit and intent of the Plan in their daily activities concerning employment, training, promotions and terminations
   e. Attend workshops and seminars conducted by or for the Affirmative Action Officer
   f. Provide the Affirmative Action Officer with reports on Affirmative Action efforts as requested
   g. Keep the Affirmative Action Officer informed of complaints received regarding members of minority groups or women, and offer suggestions for the attainment of equal opportunity throughout the College
   h. Work closely with the Affirmative Action Officer when job descriptions are written or

altered to insure compliance with the College Plan for Affirmative Action

5. Faculty will:
   a. Attend workshops, seminars and classes conducted by or for the Affirmative Action Officer
   b. Exemplify the spirit and the intent of the Plan in their recommendations for employment of staff for their departments
   c. Encourage and help to prepare students who are members of minority groups and women for employment opportunities commensurate with their abilities
   d. Create a climate for equal opportunity in their relationships with students, staff and members of the community at large
6. Classified Staff will:
   a. Attend workshops, seminars and classes conducted by or for the Affirmative Action Officer
   b. Exemplify the spirit and the intent of the Plan in their recommendations for employment of staff for their departments
   c. Create a climate for equal opportunity in their relationships with students, staff and members of the community at large
7. Students will:
   a. Designate representatives of the student governments to attend workshops to become familiar with the Affirmative Action Plan
   b. Be expected to bring to the attention of the College incidents of employee conduct that demonstrate racist, sexist or other bias detrimental to the attainment of the goals and objectives of the Plan, to report the use of materials which contain racist, sexist, or other biases and to offer suggestions for the attainment of equal employment opportunity throughout the College
   c. Provide recruiting personnel with names of eligible members of minority groups, women, and physically handicapped when they have information concerning such individuals

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1. **Position Description for the Affirmative Action Officer**

REPORTS TO: College President

SUPERVISES: Clerk/typsit

BASIC FUNCTION:

The Affirmative Action Officer implements the Affirmative Action Plan through informing the College community of the contents and purpose of the Plan, assisting the College administration in achieving the objectives of the Plan, and monitoring the progress toward achievement of these objectives.

MAJOR RESPONSIBILITIES:

1. Keeps informed of all legal ramifications of Executive Order 11246 as amended, related guidelines; and is fully conversant with the Black Hawk College Affirmative Action Plan
2. Assists department heads and other supervisors in the establishment of Affirmative Action goals and objectives on equal opportunity
3. Assists department heads and other supervisors in the recruitment of members of minority groups, women, and physically handicapped as staff members or as students
4. Establishes and maintains liaison with national and local minority and women's groups which include affirmative action among their concerns
5. Initiates and organizes an efficient and regular system of monitoring all College personnel actions in accordance with the Affirmative Action Plan
6. Establishes and maintains liaison with affirmative action officers on other campuses and with U.S. Department of Health, Education and Welfare personnel
7. Participates in the adjudication of complaints in accordance with procedures specified in the Affirmative Action Plan
8. In accordance with an Affirmative Action Purchasing Policy, monitors all subcontractors, vendors, and suppliers to insure that adequate steps are being taken to incorporate affirmative action compliance within their own firms

9. Prepares an annual report for the President of the College and such reports as the U. S. Department of Health, Education and Welfare or other governmental agencies may require concerning affirmative action
10. Initiates and coordiantes internal and external communication of information about the Affirmative Action Plan and equal employment opportunities, using print and non-print media and formal and informal publication
11. Directs orientation and training for supervisory personnel and staff members to create a healthy climate for equal opportunity
12. Promotes College participation in community-wide equal employment opportunity efforts, such as job fairs, seminars, and the like

PRINCIPAL WORKING RELATIONSHIPS:

1. Works closely with the College President in planning for efficient and successful implementation of the Affirmative Action Plan
2. Works closely with department heads and other supervisors in preparing employment goals and timetables for their areas, in meeting those goals and timetables, and in promoting a sensitivity to the needs of minority groups and women throughout the College staff.
3. Works closely with the paraprofessional peer counselors in disseminating information about the Affirmative Action Plan as it relates to students and educational programs, and in keeping abreast of the needs of students who are members of minority groups or women
4. Works closely with the ombudsmen for members of minority groups and women in keeping aware of the needs of their employee constituents
5. Works closely with the College Information Officer in developing an informational campaign to acquaint both the academic and the metropolitan community with the provisions of the Affirmative Action Plan

DESIRABLE EXPERIENCE AND EDUCATIONAL BACKGROUND:

1. Educational background or experience which endows the individual with a strong

commitment to equal opportunity and provides preparation for Affirmative Action
2. Well-developed sense of initiative
3. Sense of discretion and respect for confidentiality of records
4. Aggressive personality combined with sense of diplomacy and tact

2. Establishing Goals and Timetables for Implementation of the Plan for Improvement of Equal Opportunity in Employment

The Affirmative Action Officer will organize an informational campaign to acquaint department heads, supervisors, and administrative personnel who participate in the recruitment and hiring process with the contents of Executive Order 11246 and Affirmative Action concepts. The object of this campaign will be the creation of a positive atmosphere in which the Officer can meet individually with department chairmen and supervisors to establish employment goals and timetables for their area.

In separate conferences the Officer and supervisor will compare the unit's performance in providing for equal opportunity with the availability of skilled potential applicants. Employee turnover and unit staffing needs will be analyzed. Hiring goals, timetables for achieving them, and recruiting methods will be mutually agreed upon by the Affirmative Action Officer and College supervisory personnel and made a part of this Affirmative Action Plan.

There are constraints which make goal setting a difficult task. The first constraint is that the rate of enrollment growth of Black Hawk College is leveling off, as indeed it is throughout higher education. This means, of course, that significant expansion of the College workforce is not likely to continue for any employee group.

The second constraint is that the College is reaching a state of tenure saturation in the faculty ranks. This makes is less likely that faculty turnover will take place, with the result that fewer position vacancies will be available to be filled.

The cooperation of all members of the academic community will be necessary if the College objectives are to be met. Success of Affirmative Action rests essentially on the recognition that intent must be matched by effort.

3. Enforcement Power of the Affirmative Action Officer

In order to effectively enforce the Affirmative Action Plan, the Affirmative Action Officer is assigned the following specific enforcement powers:

1. The Officer shall, with the approval of the College President, have access to all personnel documents of the College.
2. The Officer shall have access to any personnel proceedings undertaken by the College; the Officer shall serve as an ex-officio, non-voting member of all pertinent committees dealing with personnel matters such as promotion, tenure, and sabbatical leave, etc.
3. The Officer may call upon department heads and other supervisors to make periodic reports on Affirmative Action efforts at such times and in such form as directed.
4. The Officer may require a delay in the filling of specific position vacancies until members of minority groups, women, or physically handicapped have been interviewed; such power is to be used with discretion and in consultation with the College President in relation to departments or units where a repetitive pattern of noncompliance with established Affirmative Action goals is evident.

B. OMBUDSMEN

It is recognized that the Affirmative Action Officer cannot simultaneously be a member of all minority groups. Often, however, in the daily pursuit of the duties of the Officer, and especially in the adjudication of complaints, it is important that an advocate who is representative of the affected minority group be available to assist the Officer.

Accordingly, the President shall appoint from the ranks of the College employees an ombudsman for women and for each minority group and from among the physically-handicapped represented at the College. These persons shall not be burdened with any of the job responsibilities assigned to the Affirmative Action Officer. Their function will be to act as listening posts and advisors. They shall, however, be fully conversant with the Affirmative Action Plan and be able to interpret it to their consituents.

C. EVALUATION OF EQUAL OPPORTUNITY EFFORTS OF SUPERVISORY PERSONNEL

Department heads and supervisors have a responsibility to work with the Affirmative Action Officer in establishing and achieving goals and timetables set for their areas. They also have a responsibility to keep the Officer informed of complaints concerning equal opportunity. Achievement or failure to achieve Affirmative Action goals and timetables will be considered as an important element in the evaluation of supervisory personnel. Failure in the area of Affirmative Action will be regarded as partial failure in meeting delegated job responsibilities and may be a basis for not granting raises, promotions, or other rewards of employment.

D. ADVISORY COMMITTEE ON IMPROVEMENT OF EQUAL OPPORTUNITIES FOR MEMBERS OF MINORITY GROUPS, WOMEN, AND PHYSICALLY HANDICAPPED

The members of the two Task Forces expressed the need to extend. It has been determined to establish an Advisory Committee on Improvement of Equal Opportunities for Members of Minority Groups, Women, and physically handicapped to assist the College in implementing, monitoring and improving its Affirmative Action Plan. Initial Task Force members will be asked to serve an additional term as members of the Advisory Committee. Subsequently, as initial committee members yield their positions, others will be appointed.

An ad hoc committee of six members from the Advisory Committee shall be appointed by the Chairman to participate in the selection of the Affirmative Action Officer. In like manner, the ad hoc committee will be asked to assist in an annual review of the performance of the Affirmative Action Officer. The recommendations of the ad hoc committee shall be considered in both the initial appointment and in the renewal appointment of the Officer by the Board of Trustees.

E. PROCEDURES GOVERNING COMPLAINTS OF EMPLOYEES

Because of the subtlety of the practices which tend to limit the job advancement of women and members of the minority groups, and because discrimination is not always conscious or overt, the Af-

firmative Action Officer may act in an advisory capacity in any job-related complaint which involves a woman, a physically handicapped person, or a member of a minority group. This advisory function of the Affirmative Action Officer will operate even in cases where discrimination does not appear to be the basis of the employee complaint.

In the case of faculty members, specific procedures already exist for review of decisions relating to persons denied tenure, promotion, or sabbatical leave. Such procedures are outlined in the faculty handbook. These procedures will continue to operate, and the Affirmative Action Officer will monitor any cases which involve employees who are women, a physically handicapped person, or members of minority groups. The Officer can effectively fulfill this obligation because of the specific powers of his office which include ex-officio membership on the committees which grant tenure, promotion, and sabbatical leave.

In all other instances, for faculty members and classified employees alike, there is no written policy. The unwritten custom has been that the employee brings his complaint first to the attention of his supervisor or department head. If the issue is not resolved at this level, the employee may appeal to the next supervisory level.

It is expected that the College will take appropriate steps to formalize the informal system now being used. The College may wish to provide for such additions as peer juries, written complaints beyond level one, and a time limit for adjudication.

Until such time as a general structure is formulated by the College, however, it shall be the responsibility of supervisors and department heads to notify the Affirmative Action Officer whenever the adjudication of a complaint is underway involving an employee who is a woman or a member of a minority group. While responsibility is placed on the department head or supervisor, employees themselves are advised to notify the Affirmative Action Officer or appropriate ombudsman so that monitoring of the actpon and advising of the parties can begin. In all cases, it is desirable that the Officer be a participant while proceedings are active, rather than that he be notified after proceedings are concluded.

Nothing in institutional appeal procedures

prevents an employee from taking legal recourse where he feels a state or Federal law has been violated. The Affirmative Action Officer shall not participate in Federal or state agency proceedings or lawsuits except as authorized by the College.

PURCHASING POLICY

Federally mandated Affirmative Action programs are designed to have a ripple effect through which a primary contractor of the Federal government (Black Hawk College) will encourage equal opportunity effort in those firms and institutions with which it does business. Black Hawk College will function as a catalyst in the local community by patronizing those firms who demonstrate a commitment to equal employment opportunity in their own enterprises.

The following provisions shall be incorporated in every purchase order, contract or subcontract executed by Black Hawk College unless exempted by provisions of the United States Secretary of Labor, as specified in section 204 of the Executive Order 11246 as amended:

During the performance of any purchase order, contract or subcontract entered into by Black Hawk College, the seller/contractor agrees as follows:

1. The **contractor** will not discriminate against any employee applicant for employment because of race, color, religion, sex, or national origin. The **contractor** will take Affirmative Action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provision of this nondiscrimination clause.

2. The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin.
3. The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer, advising the labor union or worker's representative of the contractor's commitments under section 202 of the Executive Order 11246 of September 24, 1965, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
4. The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
5. The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by the rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
6. In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of such rules, regulations, or orders, this contract may be cancelled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

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7. The contractor will include the provisions of Paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the contracting agency may direct as a means of enforcing such provisions including sanctions for noncompliance: Provided, however, that in the event the contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the contracting agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

PART TWO
STAFF ORIENTATION AND TRAINING

Affording equal opportunity in employment is but one step in truly affording equal opportunities to members of minority groups, women and the physically handicapped.

Historically such individuals have been discriminated against, not necessarily because of prejudice, but often due to lack of knowledge or ignorance, in short, because of insensitivity to other persons' feelings.

It is the intent of the Staff Orientation and Training plan, which is now being developed, to provide members of the faculty and supportive services staffs with periodic workshops and orientation sessions to make them more aware of the steps which must be taken, the attitudes of mind which must be corrected, and the special needs of minority groups, women and the physically handicapped, which Black Hawk College intends to meet to the best of its ability.

It is felt by adding this section to the Affirmative Action Plan that equal opportunitys will become a reality rather than an ideology.

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PART THREE
EDUCATION AND SERVICES TO STUDENTS

The plan will permit the college to examine and evaluate course offerings, textbook content, and method of delivery to assure that unconscious prejudices are not present. Services to students must be continually examined to assure that services are being provided to meet the needs of the student. Services, in the plan, will be defined as all out-of-class interactions that take place between the student and the College

To bring the Affirmative Action Plan full circle, we must reach beyond the walls of the College. Just approaching the problem of equal opportunities within the limited confines of this institution will never help in affording equal opportunities to members of minority groups, women, or the physically handicapped.

An aggressive plan must be put into action to make all the residents of the college district, and beyond, aware and sensitive to the needs of minority groups, women and the physically handicapped.

The plan will also contain steps for monitoring the ways in which various media still overlook, or are insensitive to, the needs and feelings of these persons, and to take corrective action.

The plan will also outline curriculums and/or courses which can be brought before residents of the college district and others to help in overcoming prejudices.

UNIVERSITY OF CALIF.
LOS ANGELES

JUL 2 1976

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JUNIOR COLLEGES